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IDENTIFIERS	*Industrial Marketing

ABSTRACT

This report presents a brief description of a project to develop materials toward a competency-based Industrial Marketing curriculum guide as well as materials developed by the project. The narrative section explains how two of three project objectives were accomplished: (1) identify entry positions and career ladders in the industrial marketing area which will be used by secondary, postsecondary, and adult educators in teaching and by trainers in business/industry and (2) identify and validate employment competencies. (Objective 3, to categorize and develop instructional objectives, was not accomplished.) The appendixes present all materials developed. Appendixes A and B provide the career ladders and job descriptions for three occupations: full-function wholesaling, limited-function wholesaling, and functional middlemen. The preliminary and revised validation instruments developed for use in the validation of the employment competencies are found in appendixes C and D. (YLB)

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FINAL REPORT

Industrial Marketing Curriculum Guide
R-33-11-D-0542-448

PROJECT STAFF:

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James R. Moore, Project Co-Director
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Business Education Program
Southern Illinois University
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SPONSORED BY:

Illinois State Board of Education
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FINAL REPORT

Industrial Marketing Curriculum Guide

DAVTE Funding Agreement Number: R-33-11-D-0542-448

Official Project Title: Industrial Marketing Curriculum Guide

Project Directors: Dr. Roger L. Luft and Dr. James R. Moore

Funded Agency: Southern Illinois University at Carbondale

Location of Funded Agency: Carbondale, Illinois

Time Period Covered: January 15, 1981 to June 30, 1981

FINAL REPORT ABSTRACT

Title of Project: Industrial Marketing Curriculum Guide

Funding Agreement Number: R-33-11-D-0542-448

Principal Investigators: Dr. Roger L. Luft and Dr. James R. Moore

Institution: Southern Illinois University at Carbondale

Location: Carbondale, Illinois

Time Period Covered: January 15, 1981 to June 30, 1981

Objectives of the Project:

I. Identify before February 15, 1981 entry positions and career ladders in the industrial marketing area which will be used by secondary, post-secondary, and adult educators in teaching, and trainers in business/industry.
II. Identify and validate employment competencies before April 30, 1981 for which learning activities will be developed in order to prepare individuals entering an industrial marketing career.
III. Catagorize competencies and develop instructional objectives before June 15, 1981 in order to facilitate instruction by secondary, post-secondary, and adult educators, and trainers in business/industry.

Procedures:

I. A list of entry positions, and succeeding positions of upward progression will be identified through personal interview techniques with practitioners.
II. Compile a list of entry-level employment competencies, and have them validated for the industrial marketing area. An advisory panel will be selected during this period.
III. Group validated competencies in categories and write instructional objectives for the competencies.

Expected Contribution or Potential Impact on Vocational Education:

-- Project will lead toward completion of Marketing and Distribution Curriculum Guides.

-- Provide a competency-based approach to preparing students for employment in the Industrial Marketing area.

Products Delivered:

-- A progress report was delivered to the Illinois State Board of Education on May 1, 1981.

-- A final report was delivered to the Illinois State Board of Education before July 31, 1981.

Expenditure of Funds: No discrepancies.

Paid participants in Activity:

PROJECT CO-DIRECTORS:

Dr. Roger L. Luft, Rt. #4, Box 23A, Carbondale, Illinois 62901
Assistant Professor, Vocational Education Studies
Southern Illinois University at Carbondale

Luft has had considerable experience directing funded projects and has served as a consultant for other projects. He has been employed in marketing positions in retailing, in direct sales, and has also been employed in industrial positions with the Bell Telephone System. A vita and list of Luft's publications follows this page.

Dr. James R. Moore, Rt. #1, Johnston City, Illinois 62951
Assistant Professor, Department of Marketing
Southern Illinois University at Carbondale

Moore has been involved with academic instruction for the past twenty years and has marketing occupational experience with such companies as Anderson Aluminum Corporation, Pillsbury Company, C & E I Railroad, and Old Ben Coal Corporation. In addition, Moore has been actively involved in consulting in the areas of secondary coal recovery for several coal companies, in marketing planning with Standard Publishing Company, in purchasing with Western Electric, in sales training and recruiting for AEtna, and in marketing channels with Diagrph-Bradley. A vita and list of Moore's publications follows that of Dr. Luft.

RESEARCHER:

Ms. Janice Bona Cluck, Rt. #1, Daniel Drive, Galatia, Illinois 62935
Researcher, Vocational Education Studies, Business Education Program
Southern Illinois University at Carbondale

Accomplishments:

Each objective of this project and an explanation of how the objective was accomplished is presented below:

OBJECTIVE I: Identify before February 15, 1981 entry positions and career ladders in the industrial marketing area which will be used by secondary, post-secondary, and adult educators in teaching, and trainers in business/industry.

A list of entry positions, and succeeding positions of upward progression were identified by project staff. Industrial literature, the Dictionary of Occupational Titles, and other materials were reviewed, and personal interviews with practitioners conducted to collect this information and help develop job descriptions for all positions. See Appendix A for career ladders and Appendix B for a list of job descriptions.

OBJECTIVE II: Identify and validate employment competencies before April 30, 1981 for which learning activities will be developed in order to prepare individuals entering an industrial marketing career.

Through extensive literature review and personal interviews, a preliminary listing of entry level employment competencies in the industrial marketing area was compiled. From this listing, a questionnaire was developed to use for the validation process. (Appendix C.) However, after field testing the questionnaire, it was discovered that the competencies were not appropriate. Therefore, further research was conducted, competencies rewritten, and a revised questionnaire developed (Appendix D). For this reason, Objective III has not been accomplished at this time, but work is in progress.

Major Activities and Events:

Problems:

As previously mentioned, Objective III of the project is not completed at this time, due to the necessary extensive revisions of the validation instrument after field testing. However, the validation process is complete at this time, and objectives are now being written. We do not anticipate any further problems with the completion of project activities as scheduled in the continuation proposal.

Publicity: N/A

Resource Persons:

A list of Advisory Committee members is provided in Appendix E.

Summations of Evaluation Data Collected:

Statement of Impact:

It is expected that the Industrial Marketing Curriculum Guide will be utilized to varying degrees in half of the approximately 175 marketing and distributive education programs within the state of Illinois within one year of the completion of the guide. This impact will be achieved through dissemination workshops and personal contact by project personnel with secondary school personnel.

It is expected that the curriculum guide will be used to varying degrees in 18 of the 34 existing community college programs in marketing mid-management. This impact will be achieved through workshops, through professional meetings, and by personal contact.

It is expected that many of the industrial firms in the state of Illinois will use some portions of the guides within two years of completion. This impact will be achieved through presentations at various technical sessions of organizations and publications in trade and academic journals.

Conclusions and Recommendations:

1) It is recommended that the Industrial Marketing Curriculum Guide project be continued, and that the guides be disseminated.

2) It is recommended that special funding consideration be given toward disseminating the Industrial Marketing curriculum guides, due to the special needs of the clientele who are the ultimate users of the guides.

3) It is recommended that special funding consideration be given toward a separate project to disseminate all the curriculum guides in the series at special workshops around the state of Illinois.

Staff Development:

Dr. Luft and Ms. Cluck attended the Illinois Vocational Association conference in Arlington Park during February, 1981.

Ms. Cluck attended the National Business Education Association convention in New Orleans during April, 1981.

Other Activities:

Materials Developed:

A copy of all materials developed during this project is presented in the appendices.

Appendix A: Career Ladders

Appendix B: Job Descriptions

Appendix C: Preliminary Validation Instrument

Appendix D: Revised Validation Instrument

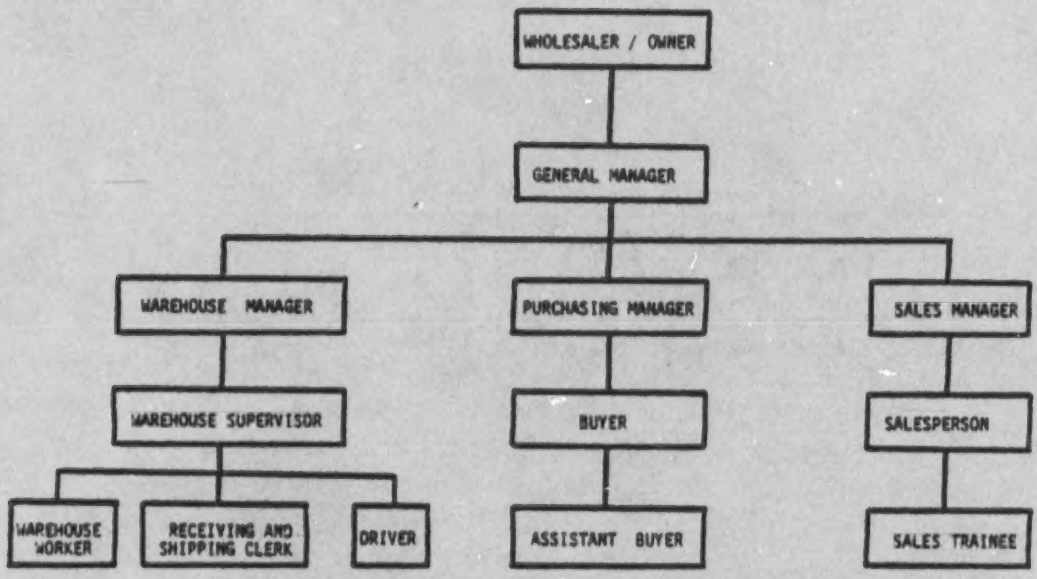
Appendix E: Advisory Committee

APPENDICES

APPENDIX A

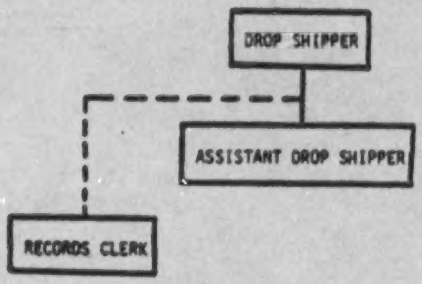
CAREER LADDERS

FULL-FUNCTION WHOLESALER

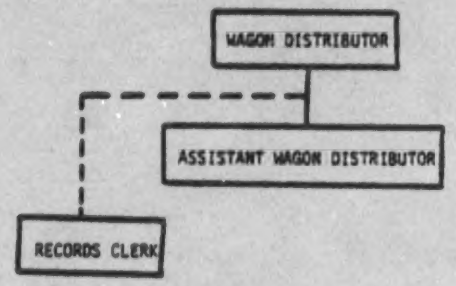


LIMITED-FUNCTION WHOLESALERS

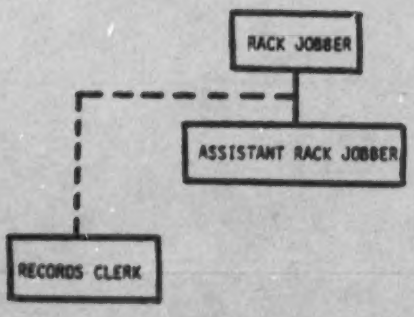
DROP SHIPPERS



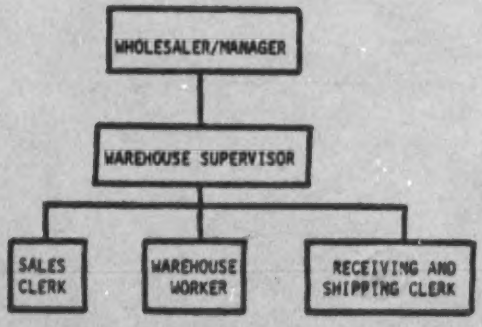
WAGON DISTRIBUTORS



RACK JOBBERS

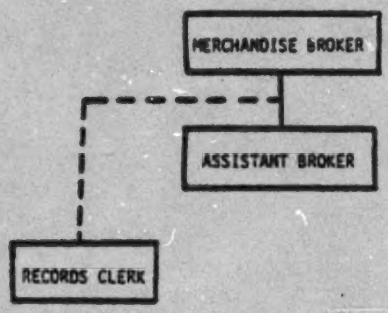


CASH-AND-CARRY WHOLESALERS

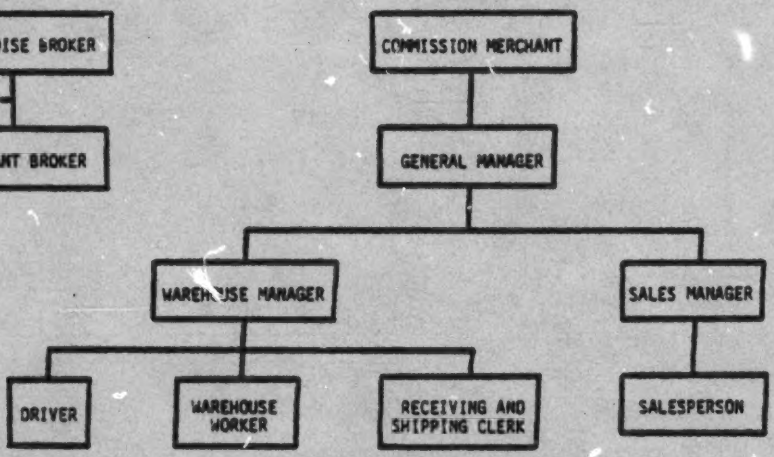


FUNCTIONAL MIDDLEMEN

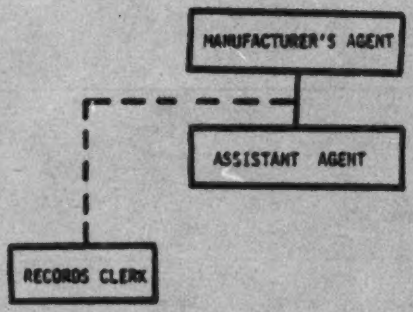
MERCHANDISE BROKERS



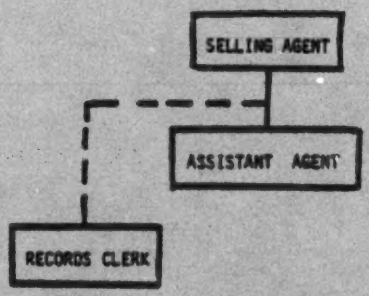
COMMISSION MERCHANTS



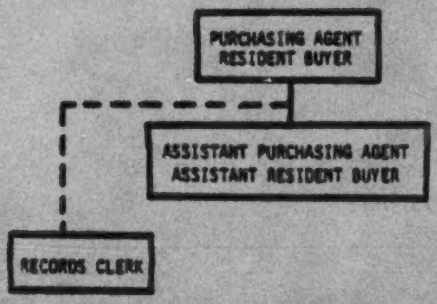
MANUFACTURERS' AGENTS



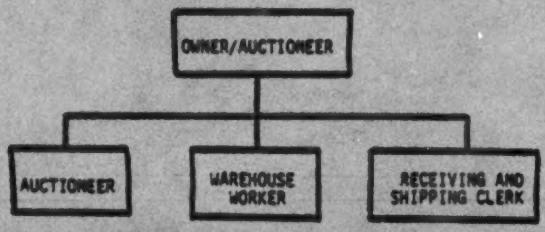
SELLING AGENTS



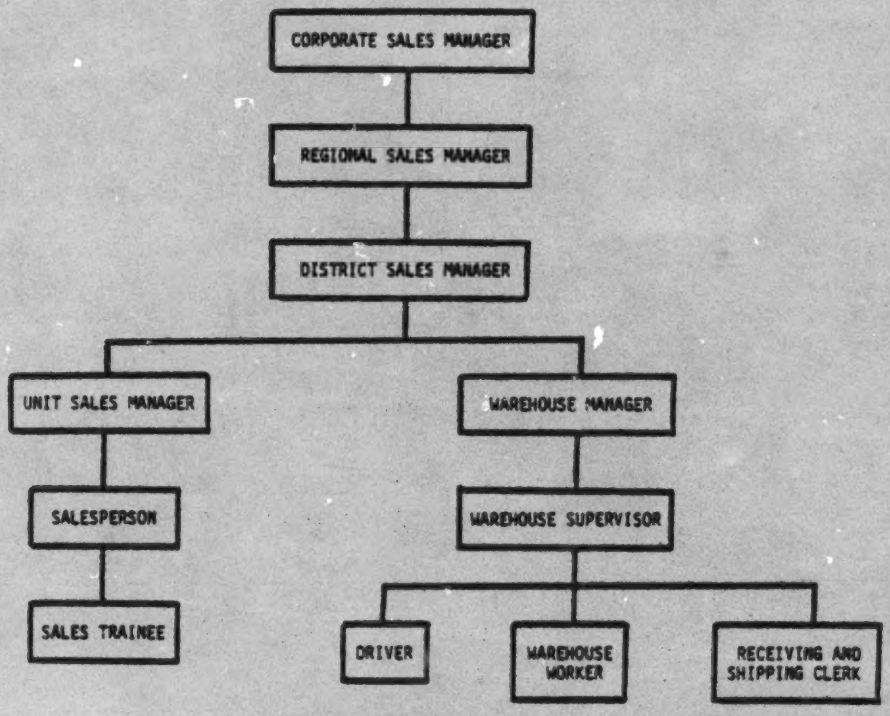
PURCHASING AGENTS/RESIDENT BUYERS



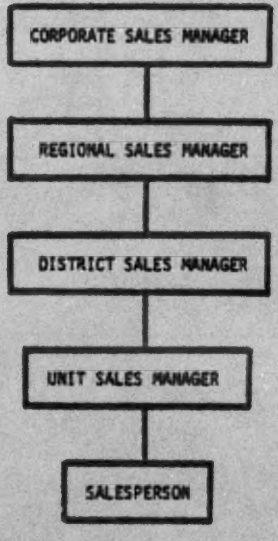
AUCTIONEERS



MANUFACTURERS' SALES OFFICES



MANUFACTURERS' SALES BRANCHES



APPENDIX B

JOB DESCRIPTIONS

JOB DESCRIPTIONS

FULL-FUNCTION WHOLESALING:

REGULAR WHOLESALERS - Full service or regular wholesalers are independently owned businesses that carry out a full range of wholesaling activities for both the supplier and the customer. Regular wholesalers buy and sell merchandise on their own account; sell principally to retailers or to industrial, commercial, or professional users; usually carry stocks; assemble in large lots and generally redistribute in smaller quantities; extend credit to customers; make deliveries; service merchandise sold; and render advice.

GENERAL MANAGERS - General managers are immediately responsible and held accountable for the operations of the firms' profit centers. They direct and coordinate the activities of the sales, purchasing, and warehousing departments to derive optimum efficiency and economy of operation. General managers develop and implement personnel and organizational policies, set goals, analyze and allocate operating budgets, and represent the firm at public and trade association functions.

WAREHOUSE MANAGERS - Warehouse Managers direct the activities of commercial or industrial warehouses. They establish and maintain operational procedures within the warehouse, and where applicable, confer with Sales Management, Procurement Management, and Production Management, to coordinate the influx of raw materials, the movement of the work-in-process inventory, and the disposition of the finished goods inventory. In a Public Warehouse, the Warehouse Manager may own the warehouse, and may perform purchasing or selling activities as required.

WAREHOUSE SUPERVISOR - Warehouse Supervisors coordinate the activities of workers engaged in loading, unloading, and/or movement of materials in and around the warehouse. They supervise and may verify counts, weights, and marking of goods. Warehouse Supervisors schedule working hours and sequences of events, such that the maximum benefit is derived from the time utilized, and the minimum amount of delay and abnormal spoilage is incurred. They may give oral and written instructions to workers. Warehouse Supervisors report to the Warehouse Manager.

WAREHOUSE WORKERS - Warehouse Workers receive, store, and distribute goods within a firm. They interpret schedules and requisitions, and slot or pick orders in accordance with the firm's operating procedures. Warehouse Workers may break bulk or assemble job lots of goods as directed. They may weigh, count, mark, and record transactions. They may maintain inventory control and accounting records. Warehouse Workers report to their respective Warehouse Supervisors.

FULL-FUNCTION WHOLESALING:

RECEIVING AND SHIPPING CLERKS - Receiving and Shipping Clerks verify and record data from incoming and outgoing freight, and assemble and prepare shipments and shipping containers. They safely pack the container in such a way as to maximize space utilization yet minimize the possibility of shipping damage. They unpack and inspect incoming freight and may have authority to accept or reject lots on the basis of damages, weight, shortage, overage, or other quantitative or qualitative grounds. Receiving and Shipping Clerks route items to and from Warehouse Workers, and may assist them in the performance of their duties. Shipping and Receiving Clerks generally report to their respective Warehouse Supervisor.

DRIVERS - Drivers transport cargo over highways, city streets, or within compounds of industrial, construction, or mining areas by driving vehicles powered by gasoline, diesel, propane, and related fuels, or electricity.

PURCHASING MANAGER - Purchasing Managers direct and coordinate the activities of personnel engaged in the purchase and distribution of raw materials, equipment, machinery, and supplies in an industrial organization. They develop, implement, and maintain purchasing systems and procedures, study work flow and operational sequences to ensure expeditious completion of tasks, and conduct feasibility studies for installations of new or improved equipments. Purchasing managers may also analyze market conditions to determine future material availability and prepare market analysis reports. They also arrange for the disposal of surplus equipment, stores, and facilities.

BUYERS - Buyers contract for the purchase of equipment, supplies, raw materials, utilities, services, and goods for resale. They also provide market and purchasing information for their firm. Buyers contact sources of supply, determine quality, value, and service, quantities to be purchased, and the most efficient utilization of available funds. They may stipulate contract conditions and delivery dates, and may verify quantities of inventory. Purchasing Agents or Buyers report to the Purchasing or Procurement Manager.

ASSISTANT BUYERS - These assistants perform such duties as directed by the Buyer as required to facilitate the purchase or sale of the goods and services listed in the description of Buyer. They verify quantity and quality of goods received or services rendered. They may authorize payment of invoices, return substandard shipments, record pertinant information such as price changes, manufacturer numbers, date codes, and type or model designations. They may inspect exchanged or returned goods, and may sell goods to familiarize themselves with customer attitudes, preferences and needs.

FULL-FUNCTION WHOLESALING:

SALES MANAGERS - Sales Managers are concerned with policy making, planning, and general coordination of the selling activities of the firm. They are responsible for the direction of the sales department, for optimum sales and profits, and for the recruitment, selection, training, motivation, and administration of the sales force. Sales Managers participate in the formulation of sales policies and programs, pricing decisions, product development policies, and operating budgets. They determine the best channels of distribution, analyze the competition and evaluate the ability of the firm to service the market, evaluate the performance of their sales staff, and promote the image of the firm by participating in community activities and public service programs.

SALESPEOPLE - Industrial Salespeople are technically qualified individuals engaged in selling goods and services in the industrial market. They research the market to identify prospective and regular customers by acquiring knowledge of available inventories, user requirements, principal contacts, and the benefits which a buyer must perceive in order to enter into contract. Salespeople develop sales plans and presentations incorporating technical information as needed; meet with buyers to present specific benefits of price, quality, credit and delivery; answer questions and handle objections in a tactful, professional manner; perform follow-up activities; and routinely check the flow of orders and goods, confirm delivery dates, and determine the level of customer satisfaction.

SALES TRAINEES - Sales Trainees perform duties assigned by the Industrial Salesperson that facilitate the sale of the goods or services of their principal. The knowledge, training, and experience gained are required for promotion to a sales position or into other areas of management. Working under close supervision, they observe and study techniques of experienced personnel in order to acquire knowledge of methods, procedures, standards of performance, management viewpoints and policies, and the functions of operational units.

LIMITED-FUNCTION WHOLESALING:

DROP SHIPPERS - Drop Shippers perform the selling function for a manufacturer by shipping goods directly from the factory to a retailer or to an industrial user on an order secured by a wholesaler and transmitted to the factory. They are distinguished by their lack of warehousing and the absence of any physical handling of goods. Like a regular wholesaler, the Drop Shipper may extend credit, does take title to the goods, and assumes the responsibilities of ownership. Drop Shippers enjoy the greatest freedom in those marketplaces that are economical in carload and truckload lots--industries such as coal, lumber, and bulk petroleum products.

LIMITED-FUNCTION WHOLESALING:

WAGON DISTRIBUTORS - Wagon Distributors are wholesalers who buy goods from one or more manufacturers. They perform the functions of buying, selling, warehousing, and delivery, and their primary distinction from regular wholesalers is the simultaneous sale and delivery of goods. Credit sales tend to be limited in both numbers and amounts, cash sales being the most prominant transaction type.

RACK JOBBERS - Rack Jobbers serve establishments which use the self-service method of retailing. The goods are usually delivered by a driver salesperson who provides racks for the store, maintains and stocks the display racks, and checks that the goods are properly priced. Unsold or slow moving items are replaced by the Rack Jobber upon the request of the retailer or at the salesperson's own initiative.

CASH-AND-CARRY WHOLESALERS - Cash-and-carry wholesalers sell goods for cash only without providing credit or delivery services. Customers choose the goods needed from the selection that is available and load their own trucks. An immediate cash payment is required when the goods are picked up. Cash-and-carry wholesalers offer goods at lower prices than full-function wholesalers because of the limited services they offer.

FUNCTIONAL MIDDLEMEN:

MERCHANDISE BROKERS - Merchandise Brokers are professional negotiators between buyers and sellers, and do not take physical possession of or title to the goods. They have limited authority with respect to prices and terms of the sale. Generally, Brokers do not maintain continuous and permanent relations with any one set of principals. To the Broker, each individual transaction stands on its own. Brokers are highly concentrated in the grocery and agricultural raw materials markets.

COMMISSION MERCHANTS - Commission Merchants do not usually maintain continuous relationships with any fixed group of principals. They transact business in their own names, take possession of the consigned merchandise, store the merchandise in their places of business, condition the goods and otherwise prepare them for market, sell at the most advantageous prices, make deliveries to purchasers, extend credit, deduct commissions and other charges, and remit the remainder of the proceeds to their principals. Although Commission Merchants have direct physical control over the goods, they do not take title to the consigned merchandise.

FUNCTIONAL MIDDLEMEN:

MANUFACTURERS' AGENTS - Manufacturers' Agents represent one or more manufacturers on a continual contractual arrangement within a limited geographic area or market segment. Their principal service is that of negotiating sales at prices and terms specified by the manufacturer. Manufacturers' Agents are usually given exclusive rights of territory and sale, and may maintain inventories.

SELLING AGENTS - Selling Agents maintain continuous contractual relationships with their principals. They handle the entire output of the principals; are given considerable authority with respect to prices, terms of sale, selection of customers, and other policy matters; and have no geographic restrictions. Selling Agents operate on a commission basis, provide market research for their principals, and may extend credit and provide collection services.

PURCHASING AGENTS AND RESIDENT BUYERS - These independent functional middlemen specialize in rendering a continuous market information and purchasing service to a group of clients who must assemble goods from very numerous and widely scattered sources on a fixed fee basis. They contact thousands of small manufacturers, examine and test their goods, obtain prices and descriptions of goods which are forwarded to their clients, and update information from manufacturers or from their continuing contacts.

AUCTIONEERS - Auctioneers sell goods at auctions. Prior to the sale, Auctioneers appraise the goods to be sold and assemble them for sale. They determine or ask for a starting price, continually describe the goods, ask for bids in an attempt to stimulate the buying desire of bidders, and close the sale when certain conditions are met, such as highest bid or minimum acceptable bid achieved. At the close of the sale, the auction company must remit the proceeds, less commission and other charges, to its clients. The principal distinction between an Auction Company and a Commission Merchant is that auction company sales are public rather than private, and usually are made to the highest bidder. Auctioneers perform other duties as directed by the auction company owner, such as writing advertising copy for auctions, assembling an auction catalog, and moving, displaying, or storing goods.

APPENDIX C

PRELIMINARY VALIDATION INSTRUMENT

COMPETENCIES	WHOLESALING									MIDDLEMEN				MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
ADVERTISING																
Know the types of media that are available for industrial advertising, such as trade journals, general management publications, catalogs, direct mail, etc.																
Select media for industrial advertising that reaches the proper personnel in the customer's organization with the proper frequency and the proper message.																
Consider the relative costs of advertising in the various media.																
Identify specific target markets for demographic and geographic information.																
Understand that industrial buying motives may be classified as either basic or patronage, and how advertising can appeal to each type.																
Determine the buying motives of specific prospective customers and choose the sales appeal(s) that will be most effective in implementing the function that the advertising is to fulfill.																
Write industrial advertising copy with precise, documented, and provable facts.																
Understand the legal requirements that all promotional statements made in published or broadcast media are subject to.																
Build an image of product reliability with effective advertising.																
Build and maintain a favorable company image through effective institutional advertising.																
Secure favorable publicity for the firm by generating newsworthy situations and events.																
Follow-up on inquiries generated through advertising, identify prospective customers and refer them to salespeople.																
Realize the contributions made by specialty advertising.																

2 COMPETENCIES	WHOLESALING								MIDDLEMEN					MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(ADVERTISING)															
Prepare prospective customers for salespeople by informing them of new products, the extent of the line of products, and the position of the company in the industry through advertising.															
Create demand for a manufacturer's product by promoting its customers' finished and products (i.e. a steel company promoting the virtue of products made of steel.)															
Effectively undertake cooperative promotion in order to motivate distributors or manufacturer's agents to devote sufficient time and energy to the company's products.															
Measure advertising effectiveness to determine what influence, if any, the advertisement has had on the thinking and actions of the people who make or influence buying decisions.															
Additional ADVERTISING Competencies:															

3 COMPETENCIES	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
COMMUNICATIONS															
Use effective written communication in forms and reports.															
Use legible handwriting when preparing written communications.															
Address other people in a business-like manner, whether they are customers, employees, or management.															
Believe that communications between various employees, departments, or divisions within a business will result in a more efficient operation with mutual benefits to all.															
Know when to keep communications confidential.															
Assist with the training or teaching of others.															
Use the telephone correctly and effectively.															
Effectively apply telephone prospecting techniques.															
Listen carefully and follow directions.															
Listen objectively.															
Develop an awareness of body language/nonverbal communication.															
Listen to customer information and record it correctly.															
Develop a vocabulary descriptive of the product being sold.															
Talk clearly and pleasantly, conveying spirit and enthusiasm.															

COMPETENCIES	WHOLESALING								MIDDLEMEN					MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(COMMUNICATIONS)																
Write prospecting letters.																
Know the correct styles used in business letter writing.																
Write informative and effective business letters.																
Write appreciation and follow-up letters.																
Know the situations in which to use a technical language or commonly understood language.																
Realize that even in the most skillfully constructed communications, misinterpretations may develop.																
Convey directions and instructions clearly to associates.																
Interpret business policies to customers in an effective manner.																
Read trade and business journals and publications to keep abreast of business trends.																
Realize that poor or awkward grammar lowers the image of the salesperson or the company.																
Be aware that the voice can express conviction and convey confidence.																
Know how to suggest changes to management.																
Write purchase orders legibly, so that errors in quantities, shipping, pricing information, etc. can be eliminated.																
Appreciate the value of correct enunciation and pronunciation in speaking.																

COMPETENCIES	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(COMMUNICATIONS)																
Talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.																
Believe that the voice is an important medium through which selling is accomplished.																
Realize that gestures help convey feelings in spoken communications.																
Realize that first impressions are important to the firm and that last impressions are longest remembered.																
Additional COMMUNICATIONS Competencies:																

COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
DISPLAY															
Plan participation in trade shows by negotiating for exhibit space and necessary equipment.															
Select and dramatize a theme for a trade show exhibit.															
Prepare displays, including headlines, illustrations, and copy for a trade show booth that will attract and interest prospective customers.															
Make arrangements for packing, shipping, and setting up (and dismantling) the trade show exhibit.															
Set up and maintain display racks for whatever product(s) the rackjobber handles.															
Set up special displays in retail outlets when a shared advertising campaign is planned.															
Plan and design a catalog, which effectively merchandises the company's products.															
Additional DISPLAY Competencies:															

COMPETENCIES	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
HUMAN RELATIONS															
Know that human relations in a business consists of an interdependence with fellow employees, supervisors, and clients.															
Develop and maintain harmonious relationships with employees, supervisors, and clients.															
Build sound working relationships in "forced" associations.															
Favorably represent the business to clients and outside business associates.															
Avoid misrepresentations of people, policies, services, products, and procedures.															
Accept and put into practice the planned policies and procedures of management.															
Dress appropriately for the job and maintain a well-groomed appearance.															
Maintain good health for effective job performance.															
Realize that first impressions are important to the business and that last impressions are longest remembered.															
Develop personality traits necessary for successful job performance.															
Accept criticism and turn it into a character-building element.															
Demonstrate initiative and creativity.															
Be willing to perform tasks in addition to one's job responsibilities when the situation necessitates.															
Recognize the need for and adjust to change.															

8 COMPETENCIES	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(HUMAN RELATIONS)															
Recognize each client as an individual, and show a sincere interest in his/her problems.															
Tactfully handle difficult clients.															
Exercise self-control during trying situations.															
Maintain an objective point of view in problem situations.															
Recognize the accomplishments of others.															
Show an interest in others.															
Adapt to the personality and needs of different clients.															
Assume responsibility for individual actions.															
Realize that a client's complaint is an excellent opportunity to build goodwill.															
Empathize with the needs of clients.															
Realize the importance of maintaining cordial long-term relations with buyers/sellers.															
Know how to get results through people by practicing effective human relations.															
Realize that a positive attitude is usually reflected in one's work.															
Be aware that understanding others and one's self is basic to working harmoniously together.															
Believe that a supervisor should set an example of personal work habits and character which employees can emulate.															

9 COMPETENCIES	WHOLESALING								MIDDLEMEN					MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(HUMAN RELATIONS) Know that good human relations helps increase production by stimulating interest and creativeness in employees.															
Realize that good human relations within a firm build good public relations.															
Know the factors which appear to affect employee morale.															
Build morale in employees.															
Know how to motivate others for best performance.															
Select the right person to do a job, give clear instructions, and see that instructions are properly carried out.															
Additional HUMAN RELATIONS Competencies:															

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COMPETENCIES

	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
MANAGEMENT															
Plan and organize work in order to manage time effectively.															
Believe that each employee should be made to feel his/her efforts are really appreciated.															
Believe that conditions should be such that working provides a satisfying social experience as well as a means of livelihood.															
Believe that sales people should be continuously informed of new lines, innovations, and trends through individual and group training.															
Believe that management, supervisors, and employees require a framework of policies and procedures within which to operate.															
Be aware that special customer services and accomodations build goodwill and facilitate sales.															
Know that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.															
Believe that in order to be best prepared for future management responsibilities, trainees must be willing to work and train in various capacities.															
Know that an awareness of buyer and seller motivation is especially helpful in planning.															
Identify basic principals and practices of good management.															
Exercise skill in making decisions.															
Know the fundamental theories used in setting goals.															
Realize that employees will comply more readily with policies they understand.															

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COMPETENCIES

COMPETENCIES	WHOLESALING							MIDDLEMEN						MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MANAGEMENT)															
Develop a dedication to the public, the success of the firm, and the people supervised.															
Assist in the career development of staff members, and guide and motivate others to see that they achieve their own goals.															
Identify what job tasks have to be performed, and their relationship with respect to authority and responsibility.															
Manage financial systems, records, marketing and statistical control, and sales activities, and gauge budget performance.															
Know the responsibilities of your position and authority.															
Understand the relevant insurance needs of the industrial market.															
Understand the principals of time and motion study; explain the ramifications on productivity and labor relations.															
Skill in designing and implementing a training program.															
Skill in task simplification.															
Know the procedures to follow when conducting a safety investigation.															
Understand product differentiation as applied to industrial goods.															
Identify current and projected managerial needs.															
Solicit and interview applicants for direct labor positions.															
Determine the most efficient and cost effective way to perform a task.															

COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MANAGEMENT)															
Understand Maslow's Hierarchy of Needs and its application in daily business life.															
Know the factors that influence the arrangement and layout of the firm's facilities.															
Assign non-selling duties to sales personnel and sales supporting personnel; follow up on job assignments and gauge performance.															
Participate in public service functions in order to expand contacts and contribute to community growth.															
Recruit, train, and enhance the professional development of sales associates, and develop in-house training programs.															
Evaluate managerial effectiveness in light of goals stated in a prior period.															
Tactfully identify employee mistakes and help correct them constructively.															
Additional MANAGEMENT Competencies:															

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COMPETENCIES

	WHOLESALING									MIDDLEMEN				MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
MARKETING/ECONOMICS															
Understand the function and authority of regulatory agencies regarding the industrial firm.															
Know the laws applying to industrial goods/firms.															
Effectively research market segments.															
Identify adaptations required under fluctuating market conditions.															
Research laws and regulations that affect interstate commerce.															
Understand that exogenous variables exist in the market.															
Identify seasonal and operational business cycles; identify trends.															
Maintain files of current market trends; explain short- and long-run patterns.															
Understand the laws of supply and demand, and the notions of elasticity of supply and demand.															
Graph cost curves and explain their function.															
Understand the theory of perfect competition; of oligopoly; of monopoly.															
Differentiate between a depression and a recession.															
Explain the various theories of inflation.															
Understand the importance of foreign trade.															
Know what constitutes a substitute good; a complementary good.															

COMPETENCIES

COMPETENCIES	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MARKETING/ECONOMICS)																
Know the intangibles of business, such as human relations factors, long-run economic factors, and innovations which influence business.																
Demonstrate an understanding of competition and its influence on prices, promotion, and distribution goals.																
Locate and use sources of information on economic indicators to forecast expected sales.																
Be aware of local and national economic factors, such as strikes and demonstrations, which may influence the business.																
Additional MARKETING/ECONOMICS Competencies:																

15 COMPETENCIES	WHOLESALING									MIDDLEMEN				MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
MATHEMATICS																
Add, subtract, multiply, and divide with precision.																
Use and translate fractions, percentages, and decimals.																
Calculate interest on loans, sales commissions, and brokers' fees.																
Demonstrate proficiency in handling geometric formulas for size and volume.																
Define book and replacement values of plant and equipment.																
Compute cash flows for point of purchase sales; for installment sales.																
Demonstrate proficiency in U.S. and metric measures.																
Demonstrate proficiency in U.S. to metric conversion; in metric to U.S. conversion.																
Value an inventory based on FIFO; on LIFO; on weighted average; at lower of cost or market.																
Calculate the independent and joint costs of purchasing, selling and administration.																
Cost analyze material inputs into specific industrial goods, allowing for normal spoilage.																
Compute labor costs based upon standard labor hours for a specific task.																
Compute and implement a labor standard based on standard hours for a specific task.																
Differentiate between M.T.M. and P.M.D./P.M.T. methods of time management.																
Knowledge of incentive pay-bonus systems and their calculation.																

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COMPETENCIES

COMPETENCIES	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MATHEMATICS)															
Calculate a learning curve for the performance of a repetitive task.															
Compute transportation and delivery costs of a specific industrial good.															
Complete a value analysis of two or more competing industrial goods.															
Compute the net present value of a capital project.															
Compute the implied rate of return on a capital project.															
Determine income from a capital investment; prorate taxes, insurance, and rent.															
Compute profit or loss from a business. Develop and explain an income statement.															
Develop formulae that compute the break-even point of a specific industrial good.															
Know that an industrial firm's operating expenses include such expenses as payroll, buying expenses, promotional expenses, utilities, transportation, supplies and delivery.															
Determine inventory reorder points.															
Determine economic order quantities.															
Be aware that a department's gross margin should cover operating expenses and provide a reasonable return on investment.															
Maintain mathematically correct stock control records.															
Know that prices must be carefully derived so as to cover costs and yield a profit.															

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COMPETENCIES

	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MATHEMATICS)															
Define a "loss leader" and calculate costs associated with it.															
Accurately calculate billing terms and volume discounts.															
Calculate inventory turnover.															
Use state and federal tax tables with proficiency.															
Organize discount schedules.															
Calculate depreciation by the straight line method.															
Calculate depreciation by the units of production method.															
Calculate depreciation by the sum of the years digits method.															
Calculate depreciation by the double declining balance method.															
Calculate depreciation by the compound interest method.															
Define a normal statistical distribution and explain variance and standard deviation.															
Additional MATHEMATICS Competencies:															

18		WHOLESALING								MIDDLEMEN						MFR'S SALES	
COMPETENCIES	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
MERCHANDISING															
Know the ways prices psychologically affect customers.															
Know the procedures for analyzing and interpreting past sales records and performance in planning future sales and making purchases.															
Skill in researching and reactivating non-current accounts.															
Understand vendors' terms and discounting policies.															
Identify the user services required by the industrial market; identify those functionaries who provide these services.															
Understand the uses of forms and records necessary in inventory control.															
Properly inventory merchandise and record stock levels.															
Know the reasons for return of merchandise to manufacturers.															
Properly transact a return of merchandise.															
Properly classify goods by type or use.															
Format an inventory control system; classify goods by type or usage; obtain a physical count and enter information into the inventory control system.															
Believe that stockkeeping errors affect the firm's profits.															
Be aware that complete assortments of wanted goods must be available when demanded.															
Identify the various forms of warehousing available to the industrial client.															

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COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(MERCHANDISING)															
Know that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment, and rapid turnover can be achieved.															
Attitude that the benefit to the end item user is the determining factor in the buying and selling of merchandise.															
Be aware that if the firm is to be competitive in its market segment, prices and service must be competitive.															
Believe that one must always be aware of incorrectly marked items since prices and specifications tend to change frequently.															
Know the differences between the cost method and the retail method of inventory--the advantages and limitations of each.															
Catalog merchandise by the A-B-C method of inventory control.															
Understand the term "open-to-buy" and the factors which influence it.															
Follow proper procedures when buying from vendor or company catalogs.															
Keep informed of competitive conditions in the market area which the business serves.															
Believe that the firm's restrictions, policies, and procedures for buying are set up to protect the buyer, the firm, and the manufacturer.															
Additional MERCHANDISING Competencies:															

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COMPETENCIES

COMPETENCIES	WHOLESALING								MIDDLEMEN					MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
OPERATIONS															
Understand that proper care of the firm's equipment and proper stock arrangements can help prevent accidents.															
Understand that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all the firm's employees.															
Understand that seemingly small savings in some expense areas can mean a substantial gain in profits.															
Understand that careful use of supplies will help control expenses.															
Know the procedures involved in checking merchandise in against an invoice.															
Know the procedures for reporting and handling damaged merchandise.															
Know the procedures used in analyzing and aging customer accounts.															
Tactfully handle slow-payers or noncollectable credit accounts.															
Discuss delinquent accounts with a client, keeping that person's goodwill.															
Accurately handle and record customer payment of bills.															
Know the procedures for filing claims for merchandise damages, shortages, and overcharges on carriers or manufacturers.															
Know how to follow through on non-delivered or lost merchandise.															
Keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.															

COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(OPERATIONS)															
Know the procedures for handling incorrect amounts or types of merchandise received.															
Know the various types of storage and warehousing.															
Know the procedures to follow in the event of an emergency or accident concerning personnel or clients.															
Understand that complete records should be kept of all incoming and outgoing merchandise for the firm's protection.															
Understand the rules and regulations of the firm governing employee behavior.															
Understand the firm's chain-of-command authority.															
Know the location of fire extinguishers and other emergency equipment.															
Additional OPERATIONS Competencies:															

COMPETENCIES

COMPETENCIES	WHOLESALING								MIDDLEMEN					MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
PRODUCT/SERVICE TECHNOLOGY															
Know what constitutes a proper marketing mix.															
Calculate the contribution margin of a good.															
Determine the perishability of various industrial goods; define "shelf-life" items.															
Define the functional parameters of a specific industrial good.															
Know the various applications of industrial goods.															
Know the special storage requirements of specific industrial goods.															
Be aware of special safety requirements of certain industrial goods.															
Know the technological rate of change in various industries.															
Possess skill in writing applications or requests for bids.															
Know the procedures and practices used in evaluating submitted bids.															
Know the functions and limitations of the goods in your line.															
Understand the various forms of leases available on industrial equipment.															
Know the various forms of ownership as applied to industrial goods.															
Identify the characteristics that differentiate industrial and consumer goods.															
Know the protective measures behind standards, grades, and labels.															

COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(PRODUCT/SERVICE TECHNOLOGY)															
Understand various governmental, state and local laws regarding standards.															
Know the sizes, colors, styles and/or prices in which merchandise is available.															
Identify those characteristics of an industrial good of most interest to the industrial purchaser.															
Understand the relevant insurance needs of the industrial market.															
Define the parameters of box, roll, or case lots.															
Define the functions of purchase orders and requisitions; explain their legal and contractual implications.															
Identify sources of procurement information; evaluate usefulness with respect to a specific industrial good.															
Define the categorical, the weighted point, and the cost ratio plans of repetitive purchases.															
Analyze merchandise returned as unsatisfactory by customers to determine reasons for poor performance.															
Maintain a usable bank of product knowledge, selecting that which can be used with individual customers.															
Believe that a continual program of training and retraining employees with product knowledge must be carried out.															
Believe that a familiarity with trade journals will supplement product, merchandise and service knowledge as well as current business trends.															

COMPETENCIES

	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
Additional PRODUCT/SERVICE TECHNOLOGY Competencies:															

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COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
SELLING															
Skillfully locate prospective customers.															
Determine how to approach a prospect and where/when to make an appointment.															
Open a sales conversation with a suitable statement or remark.															
Remember and use personal information about individual clients in the sales conversation.															
Establish an interview direction at the beginning of the call.															
Question client in a controlled situation to determine the buyer's needs.															
Listen carefully for customer information.															
Determine buying motives of clients and then appeal to them.															
Know the ways to help a client make a buying decision.															
Determine where the client is in his/her thinking and assist the client through the remaining decisions in the buying process.															
Realize that the amount of time needed to help a client make a buying decision may be double or triple that of another.															
Know the selling features of products offered by the firm.															
Translate product knowledge into customer benefits.															
Recommend products that most appropriately fit clients' needs.															

COMPETENCIES

	WHOLESALING								MIDDLEMEN						MFR'S SALES	
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(SELLING)															
Show or display merchandise to create interest and desire in clients.															
Suggest to clients items or services that can be substituted for the unavailable or desired ones															
Suggest related items, accessory items, or larger quantities to clients in order to increase the amount of the sale.															
Be willing to explain the cost and service differences among firms.															
Be optimistic and positive about the firm, but do not criticize competitors.															
Sense a client's objections and handle them as effectively as possible.															
Realize that clients' objections must be handled and overcome with respect.															
Show a sincere interest in clients and their problems.															
Realize that each client is an "individual."															
Handle individual differences among clients.															
Tactfully handle difficult clients.															
Determine when and how to close a sale.															
Treat clients with courtesy even though they don't buy in the hope that they will buy at a future date.															
Realize that the effects of underselling are often as harmful as overselling.															
Handle clients' complaints in a pleasant and effective manner.															

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COMPETENCIES

	WHOLESALING							MIDDLEMEN						MFR'S SALES		
	WAREHOUSE SUPERVISOR	BUYER	SALESPERSON	DROP SHIPPER	WAGON DISTRIBUTOR	RACK JOBBER	CASH & CARRY WHLR.	MERCHANDISE BROKER	COMMISSION MERCHANT	MANUFACTURER'S AGENT	SELLING AGENT	PURCHASING AGENT/ RESIDENT BUYER	AUCTIONEER	SALESPERSON	WAREHOUSE SUPERVISOR
(SELLING)															
Believe that sufficient understanding of the firm's policies is necessary to represent management's viewpoint to clients.															
Realize that one should give the best customer service with the customer always first in mind.															
Believe that each salesperson should attempt to meet his/her sales quota in order to meet established job performance.															
Assemble and compile data for reports required by sales managers, etc.															
Believe that every salesperson should take advantage of sales training opportunities.															
Maintain good public relations for the salesperson and the firm by participating in civic and professional organizations.															
Be willing to speak to local community organizations and schools.															
Additional SELLING Competencies:															

APPENDIX D

REVISED VALIDATION INSTRUMENT

INDUSTRIAL MARKETING CURRICULUM GUIDE

Because of the position you hold, you are well aware of the importance of industrial purchasing to the firm and the economy. Since you are directly involved in industrial purchasing, you know and understand the educational needs of the buyer better than anyone. As professors of marketing and business education, we are conducting a study designed to assist us in putting together an industrial marketing curriculum guide.

Specifically, the study is designed to provide educators with a curriculum guide that incorporates practical knowledge needed in preparing people for the field of industrial marketing.

You have been selected as a participant and as a member of the sample group. Your responses are vital to the success of the study. Since the results of this study are intended to have applications in practice, a space is provided for your name and address at the bottom of this letter should you wish to receive a copy of the results. Your responses, however, will be treated in the aggregrate and in no way identified in the report.

Please complete the attached questionnaire and mail it in the enclosed postage-paid envelope.

Thanks for your cooperation and support.

James R. Moore

JAMES R. MOORE, Ph.D.

Roger L. Luft

ROGER L. LUFT, Ed.D.

Name_____

Address_____

_____

_____

_____

The following criteria have been identified as basic competencies which entry level industrial purchasing agents should have. Please indicate what you feel the importance of each competency is for beginning purchasing agents in your firm by placing a check mark in the space on each descriptive scale which best corresponds with your thinking. Example: If you feel the "ability to establish efficient time management habits" is extremely important for the beginning purchasing agent in your firm, you would place a ✓ on the first space to the right of the phrase.

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Ability to establish efficient time management habits	___	___	___	___	___	___	___
Skill in solving problems	___	___	___	___	___	___	___
Ability to comprehend complex systems	___	___	___	___	___	___	___
Ability to understand and relate complex attributes of industrial machinery, equipment materials, and supplies	___	___	___	___	___	___	___
Skill in listening	___	___	___	___	___	___	___
Ability to understand and relate to different types of salespeople	___	___	___	___	___	___	___
Skill in understanding and showing respect for the salesperson's position and time	___	___	___	___	___	___	___
Ability to think objectively	___	___	___	___	___	___	___
Ability to apply judicious judgement and common sense	___	___	___	___	___	___	___
Skill in exemplifying emotional stability and maturity	___	___	___	___	___	___	___
Ability to understand and adapt to different selling methods	___	___	___	___	___	___	___
Ability to understand and adapt to different buying procedures	___	___	___	___	___	___	___
Skill in acquiring needed information	___	___	___	___	___	___	___
Skill in developing and maintaining a professional and continuing rapport with salespeople and personnel in using departments	___	___	___	___	___	___	___

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Skill in organizing materials	—	—	—	—	—	—	—
Skill in simplifying complex matters	—	—	—	—	—	—	—
Ability to see the whole of a situation	—	—	—	—	—	—	—
Ability to communicate firmly, politely, and professionally	—	—	—	—	—	—	—
Ability to read, understand, and apply business reports: financial, statistical, sales analysis, market analysis, etc.	—	—	—	—	—	—	—
Ability to accept buying failures	—	—	—	—	—	—	—
Ability to analyze buying failures	—	—	—	—	—	—	—
Ability to seek wisdom and skills to avoid repeating buying mistakes	—	—	—	—	—	—	—
Ability to communicate problem situations to others	—	—	—	—	—	—	—
Ability to achieve a proper balance among work, play, love and spiritual values	—	—	—	—	—	—	—
Ability to understand a sense of obligation--or a conscience--toward other persons.	—	—	—	—	—	—	—
Ability to discipline self to read, study, and apply new buying techniques for professional growth	—	—	—	—	—	—	—
Ability to understand and apply pricing concepts: discount schedules, datings, etc.	—	—	—	—	—	—	—
Ability to disagree in a professional manner	—	—	—	—	—	—	—
Ability to communicate in clear, precise, simple and professional terms	—	—	—	—	—	—	—
Ability to establish goals and efficient means for achievement	—	—	—	—	—	—	—
Ability to be aggressive and goal oriented	—	—	—	—	—	—	—
Skill in being direct and practical in communications	—	—	—	—	—	—	—

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Ability to take charge and control situations	—	—	—	—	—	—	—
Ability to understand and apply the Standard Industrial Classification System (SIC)	—	—	—	—	—	—	—
Ability to read and understand computer printouts	—	—	—	—	—	—	—
Ability to understand sales contracts	—	—	—	—	—	—	—
Ability to understand and apply budgets	—	—	—	—	—	—	—
Ability to learn how to apply intuition with discretion	—	—	—	—	—	—	—
Ability to accept and understand that a professional appearance is necessary for buying success	—	—	—	—	—	—	—
Skill in tempering optimism with reality	—	—	—	—	—	—	—
Ability to fill out needed reports and records--vendor, purchase, contract file, etc.	—	—	—	—	—	—	—
Ability to understand and buy within legal boundaries	—	—	—	—	—	—	—
Ability to understand the buying process	—	—	—	—	—	—	—
Ability to organize and effectively use catalogs, price sheets, etc.	—	—	—	—	—	—	—
Ability to organize personal travel in a way that minimizes costs--plant visits, trade shows, etc.	—	—	—	—	—	—	—
Ability to effectively negotiate with salespeople	—	—	—	—	—	—	—
Skill in assessing and forecasting appropriate economic quantities based on specified needs	—	—	—	—	—	—	—
Ability to understand and apply high ethical standards	—	—	—	—	—	—	—
Skill in effecting harmonious relations with all channel components and facilitating agencies, i.e., transportation, warehousing	—	—	—	—	—	—	—

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Ability to speak fluently, enthusiastically, and use good grammar	—	—	—	—	—	—	—
Ability to formulate and apply meaningful and effective buying objectives	—	—	—	—	—	—	—
Ability to formulate and apply meaningful and effective buying steps needed in achieving objectives	—	—	—	—	—	—	—
Skill in executing each buying step in the program	—	—	—	—	—	—	—
Skill in measuring and evaluating the success of each buying step	—	—	—	—	—	—	—
Skill in writing business-type letters	—	—	—	—	—	—	—
Ability to respect the confidentiality of certain communications	—	—	—	—	—	—	—
Ability to work with others in training new buyers	—	—	—	—	—	—	—
Ability to communicate via telephone in an effective, efficient, and professional manner	—	—	—	—	—	—	—
Ability to interpret, understand and implement company buying policies and practices	—	—	—	—	—	—	—
Ability to write legibly	—	—	—	—	—	—	—
Ability to interact socially and professionally with professional organizations, civic groups, and government agencies	—	—	—	—	—	—	—
Ability to apply mathematical skills with precision	—	—	—	—	—	—	—
Ability to interpret, understand, evaluate, and recommend efficient and economical transportation modes and carriers	—	—	—	—	—	—	—
Ability to understand lease agreements	—	—	—	—	—	—	—
Ability to understand standards, grades, and product codes	—	—	—	—	—	—	—
Skill in analyzing strengths and weaknesses of products, services and processes	—	—	—	—	—	—	—

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Skill in assessing opportunities and risks	—	—	—	—	—	—	—
Skill in assessing the economy	—	—	—	—	—	—	—
Ability to anticipate potential problems and rank them by severity and probability	—	—	—	—	—	—	—
Ability to understand industry literature	—	—	—	—	—	—	—
Skill in assessing ordering costs and carrying charges	—	—	—	—	—	—	—
Ability to formulate contracts	—	—	—	—	—	—	—
Ability to understand and apply commodities future trading	—	—	—	—	—	—	—
Ability to use electronic data processing equipment	—	—	—	—	—	—	—
Ability to organize and administer effective inventory control systems	—	—	—	—	—	—	—
Ability to organize and administer effective receiving and inspection programs	—	—	—	—	—	—	—
Ability to understand and use transportaion tarriffs	—	—	—	—	—	—	—
Ability to anticipate needs and develop alternative sources of supply	—	—	—	—	—	—	—
Ability to identify and locate sources of supply	—	—	—	—	—	—	—
Skill in objectively evaluating sources of supply	—	—	—	—	—	—	—
Ability to insure accuracy in describing needs	—	—	—	—	—	—	—
Skill in preparing and implementing competitive bidding programs	—	—	—	—	—	—	—
Skill in securing price information	—	—	—	—	—	—	—
Ability to follow up and insure delivery as promised	—	—	—	—	—	—	—
Skill in checking invoices	—	—	—	—	—	—	—

	Extremely Important	Quite Important	Slightly Important	Neutral	Slightly Unimportant	Quite Unimportant	Extremely Unimportant
Ability to organize and maintain adequate files and records	—	—	—	—	—	—	—
Ability to handle claims in a professional manner	—	—	—	—	—	—	—
Ability to understand processes for disposing of scrap	—	—	—	—	—	—	—
Ability to understand the different types of industrial products--MRO versus capital equipment, etc.	—	—	—	—	—	—	—
Ability to understand and apply specialized purchasing procedures, i.e. blanket orders	—	—	—	—	—	—	—
Ability to conduct cost-to-benefit analysis	—	—	—	—	—	—	—
Ability to interpret and evaluate results of different inspection methods, i.e. sequential sampling	—	—	—	—	—	—	—
Ability to understand the techniques of value analysis	—	—	—	—	—	—	—
Ability to assess feasibility of buying or making the product	—	—	—	—	—	—	—
Ability to compute return on investment	—	—	—	—	—	—	—
Ability to anticipate and plan for contingencies, i.e., strikes	—	—	—	—	—	—	—

1. Please indicate your position title, e.g. "buyer."

_____

2. Please indicate the age bracket in which you fall.

____Under 25	____51 - 55
____26 - 30	____56 - 60
____31 - 35	____61 - 65
____36 - 40	____66 - 70
____41 - 45	____Over 70
____46 - 50	

3. Please circle the highest grade that you have completed in school.

Grade School								High School				College					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

4. How many years have you been in your present position? (Circle one)

1 2 3 4 5 6 7 8 9 10 Greater than 10

5. What is your approximate annual income?

Less than 5,000____	20,000 to 24,999____
5,000 to 9,999____	25,000 to 34,999____
10,000 to 14,999____	35,000 to 49,999____
15,000 to 19,999____	Above 50,000____

6. At what educational level should primary emphasis in industrial purchasing training take place for individuals interested in a career in industrial purchasing?

____High School	____Specialized Business College
____Junior College	____In the industrial firm's training program
____Senior College	

APPENDIX E

ADVISORY COMMITTEE

ADVISORY COMMITTEE

Mr. Robert L. Butler
Marketing Coordinator
Industrial Truck Warehouse, Inc.
P.O. Box 66326
Chicago, IL 60666

Mr. E. C. Pidgeon
Director, Purchases & Materials
Missouri Pacific System Lines
210 N. 13th St.
St. Louis, MO 63103

Mr. William L. Kibler
Operations Coordinator
Brushy Creek Mine
Western Fuels Association, Inc.
Box 202
Harco, IL 62945

Mr. William McKeown
Regional Sales Manager
Wallace Business Forms, Inc.
755 New Ballas South, Suite 170
St. Louis, MO 63141

Mr. James W. Hogan
Vice Presdient & Director, Purchasing
Ralston Purina Company
Checkerboard Square
St. Louis, MO 63188

Mr. Charles D. Taylor
424 South Granger St.
Harrisburg, IL 62946

Mr. Rick Lowney
Durrie Sales Company
362 Country Club Drive
Bensenville, IL 60106

Mr. Donald J. Wilson
Marketing Director
North American Plastics Corp.
921 Industrial Drive
Aurora, IL 60506

Mrs. Susan Mason
Sales Representative
The Proctor & Gamble Distributing Co.
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Mr. Scott Taylor
Assistant Director of Sales Training
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Miss Julie A. Garrett
Market Research Analyst
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Mrs. Patricia M. Gailey
National Sales Manager
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Miss Michele Courtney
Sales Representative
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Miss Lu Burch
Advertising Coordinator
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1818 Swift Drive
Oakbrook, IL 60521

Miss Susan Rice
Line Foreman
Caterpillar Tractor Co.
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Building K 506
Peoria, IL 61611

Mr. K. E. Lehmann
Sales Manager
Associated Spring
961 N. DuPage Ave.
Lombard, IL 60148

Miss Deborah Martin
Gray, Hunter, Stenn, Inc.
Marion, IL 62959

Mr. James J. Valentino
Systems Sales Representative
Honeywell, Inc.
7350 N. Lincoln Avenue
Chicago, IL 60646